

OneRedmond Business Plan

Prepared for the Redmond Economic
Development Alliance, Greater Redmond
Chamber of Commerce, & Realize
Redmond

June | 2012



Photo courtesy Marc Smith

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About this work

This study was prepared to assist in the merger of the Redmond Economic Development Alliance, Redmond Chamber of Commerce, and Realize Redmond into OneRedmond.

Redmond Economic Development Alliance

The Redmond Economic Development Alliance is Redmond's lead organization for business recruitment, expansion, retention, and promotion. Its primary objective is to create and maintain a healthy business climate for the citizens of Redmond.

Greater Redmond Chamber of Commerce

The Greater Redmond Chamber of Commerce exists to retain, expand, and recruit new business; promote community involvement; connect Eastside businesses; and advocate for a vibrant business community. Its mission is to help the Redmond business community prosper through advocacy, networking, and collaborative community involvement.

Realize Redmond

Realize Redmond (formerly The Redmond Foundation) is a non-profit organization dedicated to building a healthy, vibrant, and engaged community in the city of Redmond. Founded in honor of Redmond's centennial in 2012, it partners with residents, city government, and businesses to develop a shared vision for the community's future that will become the legacy for the next century. In service of this vision, Realize Redmond raises money to support projects, programs, and events that improve quality of life, encourage civic engagement, and support environmentally sustainable practices.

TIP Strategies

TIP Strategies is a privately held Austin-based economic development consulting firm committed to providing quality solutions for public and private-sector clients. Established in 1995, the firm's primary focus is strategic economic development planning. In addition, TIP has experience with entrepreneurship, target industry analysis, workforce, and redevelopment. TIP's methods establish a clear vision for economic growth. Community leaders across the country have embraced the TIP model of Talent, Innovation, and Place to achieve successful and sustainable economies.

Contents

ABOUT THIS WORK..... II

EXECUTIVE SUMMARY 1

I. PROJECT BACKGROUND 2

II. STRATEGIC DIRECTION 6

 A. *Create new development opportunities.* 8

 B. *Align local economic development efforts with regional initiatives.* 10

III. DELIVERY SYSTEM 12

 A. *Organizational Structure* 14

 B. *Governance* 15

 C. *Members* 15

 D. *Operations* 16

IV. IMPLEMENTATION 22

 A. *Transition Plan* 22

 B. *Funding* 26

V. MARKETING PLAN 27

 A. *Product Development & Messaging* 27

 B. *Direct Contact* 28

 C. *Referral Network* 30

 D. *Affinity Marketing* 31

VI. SITE AND BUILDING REQUIREMENTS 34

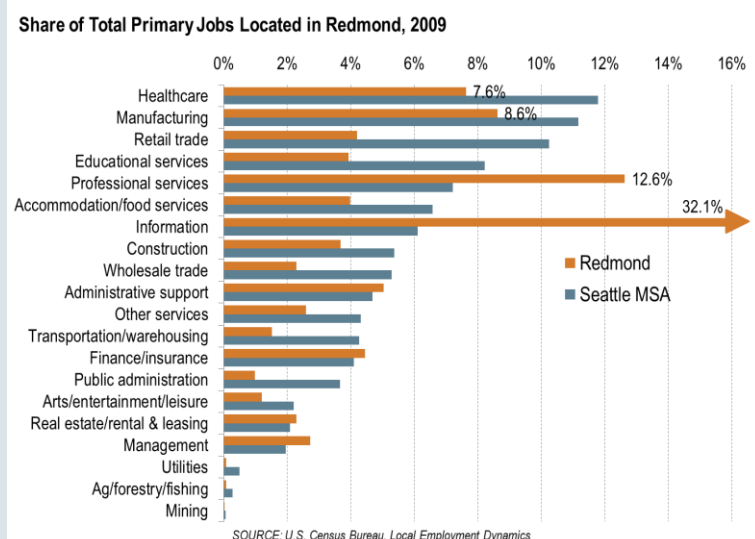
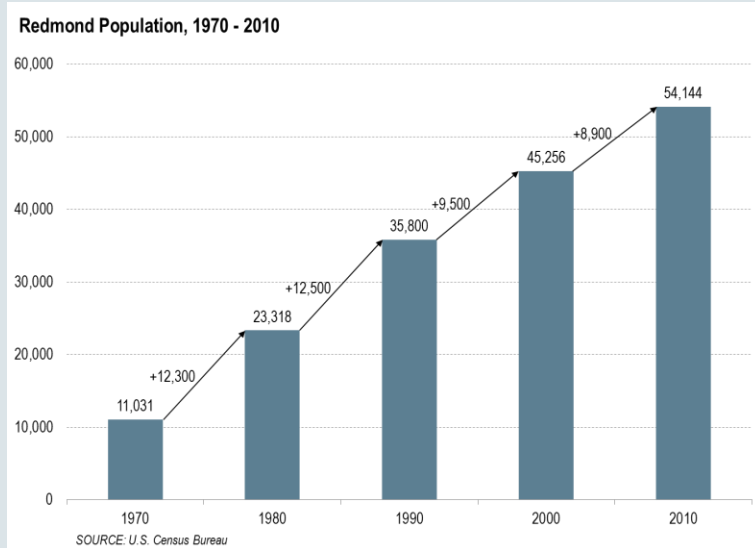
Executive summary

During the last 40 years, Redmond has enjoyed significant population growth. This is in large part due to the location of Microsoft. It is also reflective of the strong quality of life in the community. With strongly performing public schools, as well as the presence of a flourishing community comprised of several IT- and aerospace-related companies, Redmond has emerged as a leading destination for talent and business growth within the Puget Sound region. In order to leverage these assets, the City of Redmond engaged TIP Strategies to assist in the planning for a new organization that will advance local economic development efforts to a higher level. This proposed entity, OneRedmond, is envisioned as a merger of Redmond Economic Development Alliance, Greater Redmond Chamber of Commerce, and Realize Redmond.

To conduct this work, TIP toured the community, met with key stakeholders, and reviewed the *Redmond NextGen: Action Plan* (2009). The following document should not be viewed as a comprehensive economic development plan. It does, however, provide:

- Guidance on the overall opportunities and challenges facing Redmond from an economic development standpoint,
- Strategic direction on two key initiatives: 1) the creation of new development opportunities and 2) the alignment of local economic development efforts with those of the region,
- Organizational recommendations for OneRedmond, and
- A marketing plan to assist OneRedmond in the recruitment of target sector companies.

We believe that the establishment of OneRedmond will position the community to be a leader in economic development within the region. Already, Redmond has seen great success in spite of the lack of a coordinated approach to economic development. We believe this plan offers the necessary steps for Redmond to attain its full potential.

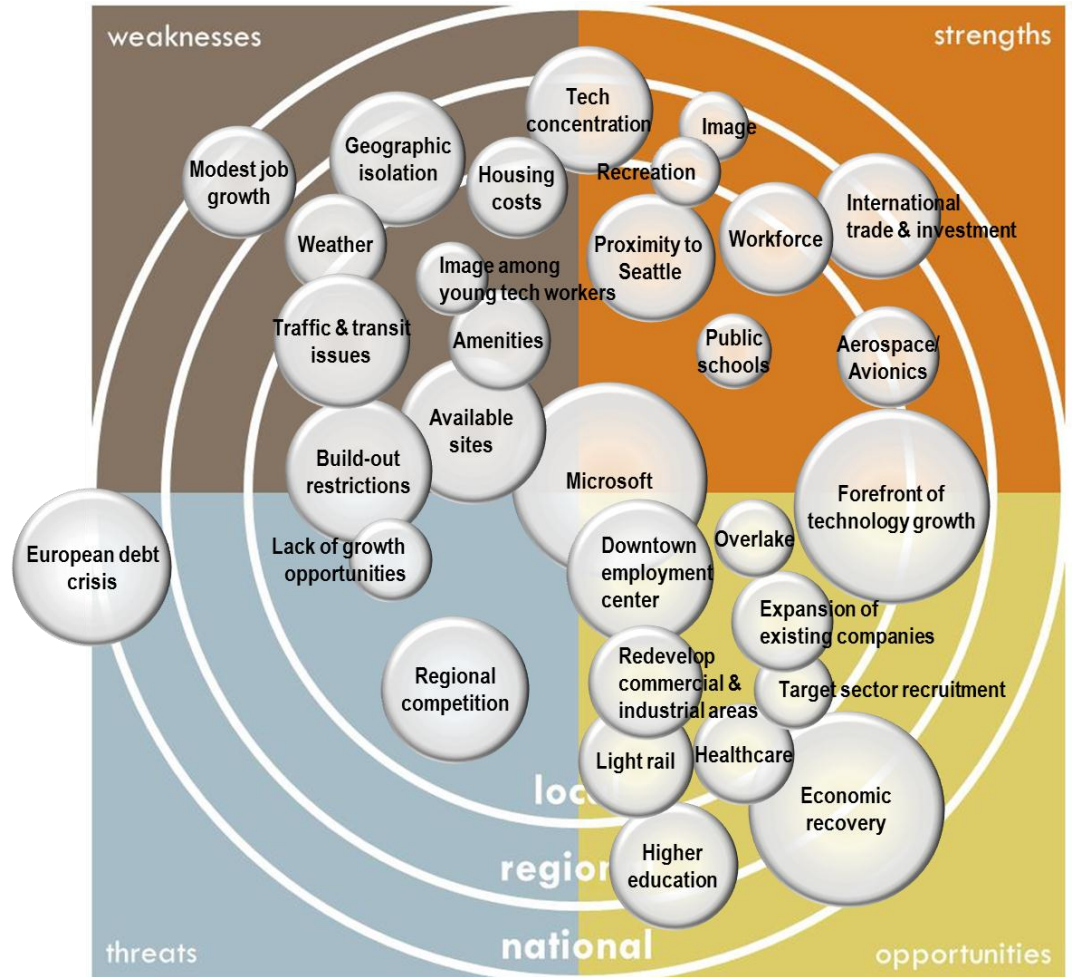


I. Project Background

Economic development cannot be taken for granted. The enormous advantages enjoyed by the city of Redmond are not guaranteed and are not assured indefinitely. This project arose from the recognition that an active approach to the economic health of the community would yield measurable benefits. The specific outcomes to be realized were clearly identified:

- Ensure that OneRedmond would function as a full-service community and economic development organization.
- Align the city's business development activities with those of regional organizations.
- Build-out a viable, short term recruitment strategy for OneRedmond.

TIP assembled a SWOT analysis for the community (strengths, weaknesses, opportunities, and threats), which provided the foundation for this plan.



Key Findings and Strategic Considerations:

Microsoft:

Thanks to the location of **Microsoft's** headquarters in the community, the Redmond name is synonymous with software and information technology. This clear strength provides a platform from which a multitude of other economic development opportunities can be pursued, especially entrepreneurship and innovation. While Microsoft is not the only major employer in the community, the company's dominance is obvious. This presents the same challenge faced by any community over-reliant on a single industry or company. The risk—no matter how remote—is that if an industry or company falters, then the community as whole will suffer. It is incumbent, therefore, that Redmond continues efforts to diversify its employment base by mitigating challenges and leveraging opportunities.

Strategic considerations:

- Continue working closely with Microsoft representatives to understand the company's needs.
- Continue to conduct other business retention and expansion efforts.
- Encourage business startups and entrepreneurship.

Lack of development options:

Redmond's greatest economic development challenge is one of geography. Having few—if any—options for future annexation due to **build-out restrictions**, Redmond is left with no large tracts of land or **available sites** for development. This presents a major obstacle to recruiting new companies, especially those with a preference for campus settings or build-to-suit structures. The economic development recruitment game is based largely on real estate development. Unfortunately, Redmond currently has little 'product' to sell. Redmond will have to become creative in its approach to solving this puzzle, including the consideration of **downtown** as an **employment center**. Areas adjacent to the Redmond Town Center offer a starting point, and AT&T Mobile's location reveals that possibility. If OneRedmond is going to be successful in recruiting new companies, it will have to accept increased density in its urban core, as well as the **redevelopment of existing commercial and/or industrial areas**. For more detail, please see *Create New Development Opportunities*, beginning on page 8.

Strategic considerations:

- Conduct a land availability study to prioritize sites with the City that would be suitable for redevelopment.

- Review zoning regulations and development codes in those areas and make necessary changes to encourage redevelopment.
- Establish a process for assembling and developing sites.

Image & amenities

One issue that talent recruiters working in Redmond have raised was the suburban look and feel of the community. It has become common knowledge in the economic development and city planning fields, that young workers—especially technology professionals—prefer dense and vibrant urban areas for living, working, and playing. From a Sun Belt standpoint, Redmond is dense. Framed within a Puget Sound setting, it is not. As a result, Redmond technology firms have a more difficult sales job in recruiting due to its **image among young tech workers**. Increasing urban housing, developing a more active nightlife, and offering a better mix of **amenities** and events should all be priorities for OneRedmond. One major opportunity for altering perceptions of Redmond, however, will be the arrival of **light rail** in 2023 to the Overlake area and then subsequently into downtown. This also offers a significant chance to address traffic and transit issues for the area.

Strategic considerations:

- Develop an outreach plan to engage and better understand the desires and preferences of employees working in companies located in Redmond in regards to image and amenities (e.g., happy hours, surveys)
- Promote a diversity of restaurants and eating/drinking establishments.
- Expand the number of special events that would appeal to young professionals.
- Continue to support the extension of light rail to Redmond.

Target sector recruitment:

In selecting target sectors, TIP reviewed the AngelouEconomics plan (2009), as well as the talent and industry clusters prepared for the Puget Sound Regional Council (TIP Strategies, 2012). In addition, we considered other primary and secondary sectors the city is positioned to attract or expand upon (based on local and

regional assets). TIP determined that the following targets represent the best opportunities (both long- and short-term) for OneRedmond's economic development efforts through business startup, retention, expansion, and attraction activities. These sectors are selected for their ability to serve a dual purpose: 1) to bolster and diversify Redmond's economy over the short-term by taking advantage of existing assets and 2) to provide a pathway to sustained economic vitality over the long-term.

- Interactive media & software
- Medical IT & application-related software
- Avionics
- Aerospace-related advanced manufacturing
- Retail, arts, & culture

To assist OneRedmond in its business “hunting” activities, TIP created a marketing plan to provide guidance to OneRedmond. The overarching objective of the plan is to assist in generating quality prospects for Redmond, leading to new investment and job creation. For a more detailed description of recommendation, see the *Marketing Plan* on beginning on page 27.

Strategic considerations:

- Ensure Redmond has sufficient real estate “product” to market.
- Develop a message and material to market Redmond.
- Create a database of companies within target sectors.
- Conduct a direct contact marketing campaign.
- Strengthen OneRedmond's referral network.
- Raise awareness of economic development opportunities through affinity marketing.

II. Strategic Direction

It is important for OneRedmond to take on a well-defined strategic direction with clearly articulated priorities and desired outcomes. By doing so, the new organization can establish a proven track record, build credibility, and become an indispensable resource for Redmond. Part of defining the role of the new organization is delineating a strong value proposition, mission, and vision. The proposed statements are as follows:

VALUE PROPOSITION:

Driving community transformation and creating business vitality.

VISION:

OneRedmond is a community driven, highly visible public private partnership recognized for its leadership in the sustainable development of strategies, programs, and community events that assures economic and social vitality are happening in Redmond.

MISSION:

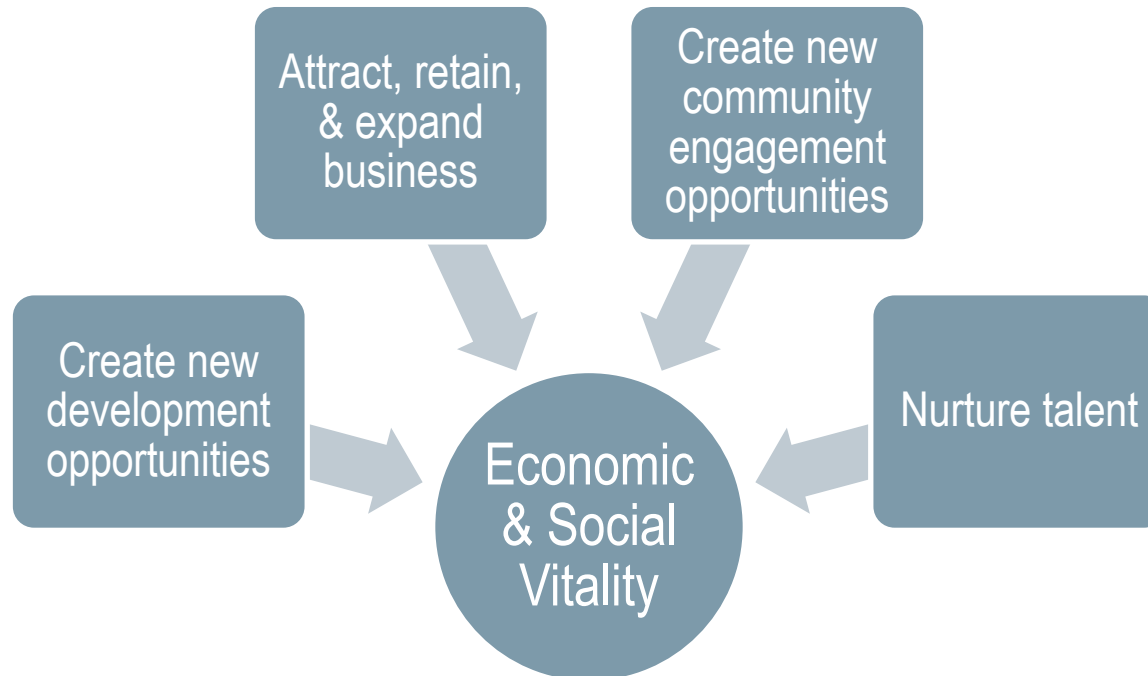
OneRedmond exists to:

- Provide community leadership.
- Attract and retain businesses, large and small.
- Ensure a connected community in which government, businesses, education, and residents are engaged in work to sustain a livable city.
- Cultivate effective connections and alignment between business, government, education, residents, and visitors.
- Establish intentional and measurable outcomes.
- Ensure efficient and effective use of resources to achieve outcomes.
- Create a community that offers a balanced and healthy life style for employees and residents.

- Create the place where arts and technology collide.
- Provide leadership to assure financial resources are available to accomplish our mission.

GUIDING PRINCIPLES:

Guiding principles reflect the values of the community. In the context of economic development, they are a set of statements expressing how a community defines economic success. The overarching vision is for economic vitality. Absent formal community input, TIP proposes that OneRedmond be organized around four goals: creating new development opportunities, attracting, retaining, and expanding business; creating new community engagement opportunities; and nurturing talent.



A. Create new development opportunities.

Redmond's greatest challenge to recruiting new companies to the community appears to be the overall lack of available greenfield sites. During the planning process, TIP was informed that the City of Redmond faces restrictions on annexation, and the community is essentially 'built-out.' As a response, TIP recommends OneRedmond work closely with the City to determine redevelopment options to allow for new business growth. While a full land-use assessment is beyond the scope of this study, TIP toured the city and reviewed existing land-use documents. Based on our experience and knowledge of Redmond, three areas of the community appeared ripe for redevelopment and should be viewed as future employment centers: **downtown**, **southeast Redmond**, and the **former hospital in the Overlake area**. Each of these employment centers offer opportunities for new development within Redmond and should be seen as offering distinct capacities to serve as locations for OneRedmond's various targets.

Downtown: Redmond's urban core yields the greatest potential for higher density projects to accommodate growth for office users. Specifically, this plan recommends OneRedmond pursue niches within the software sector, including interactive media and medical IT companies. The addition of office space within the urban core, however, would also allow for a variety of other white-collar companies from the broader professional and business services sector, whether from the expansion of existing companies or start-up entrepreneurs. Downtown is also uniquely positioned as an ideal location for the expansion of Redmond's retail base, as well as expanding the number of arts events and cultural activities.

Southeast Redmond: This portion of Redmond is primarily characterized by single-story light industrial and warehouse space. It also offers up the largest tracts of land that, once redeveloped, could accommodate growth in Redmond's manufacturing sector. These existing land uses and industrial activities would suggest that the area would not be attractive to office developments or other incompatible uses and should, therefore, be strongly considered as Redmond's preferred location for the expansion of its manufacturing sector through the pursuit of aerospace and avionics-related companies.

Overlake: For the purposes of this plan, 'Overlake' is defined by the former Group Health hospital site. While TIP recognizes that Redmond is creating a long-term plan for the larger Overlake Village area, the timeframe for this development stretches well-beyond the purposes of this short-term business plan for OneRedmond. Group Health's proposed redevelopment plans for the 28-acre Overlake site indicates the potential for up to 1.4 million square feet of office and retail space, as well as 1,400 residential units. If this can eventually be achieved, it would clearly emerge as a premier location for a wide variety of companies, ranging from the aforementioned interactive media and medical IT targets to local business expansions and start-up entrepreneurs.

- **Conduct a land availability study to prioritize sites with the City that would be suitable for redevelopment.** OneRedmond, with the assistance of the City, should conduct a full audit of all available properties within Redmond to select and prioritize *opportunity zones* as future employment centers. This planning process, which may require the use of professional assistance, should be the community's next step toward becoming an economic development leader within the region. When conducting this study, the City and OneRedmond should keep in mind the building and land needs for different types of

business. TIP has provided a general guideline of site and building requirements for various economic sectors (see *Site and Building Requirements*, beginning on page 34).

- **Look at redevelopment sites.** Without a predetermined strategy for eventual development of strategic sites, the City and its allies will likely run into several obstacles. TIP recommends carefully following the actions below, prior to taking on the development of major sites. The process described should be applicable to any of the strategic sites identified by this plan.
 - Assemble/update information on number of parcels, ownership, and current asking price (for those properties being offered for sale).
 - Determine the status of infrastructure and transportation-related improvements that might be needed to support proposed developments.

- **Determine level of public sector support.** There are several different development options available, requiring varying levels of public sector involvement. These can be broadly outlined along two paths based on ownership of the land:
 - City ownership. In general terms, public sector ownership of the chosen properties would improve the area's ability to attract developers and provide significant flexibility in negotiating terms. If it is decided that the public sector should take an active role in developing specific properties, a long-term horizon for development is necessary. This typically occurs using one of two approaches: a master developer strategy or some form of public-private partnership.
 - Private ownership. In this scenario, the public sector serves primarily as a facilitator. For example, a developer agrees to make an investment in a property in return for city/county-financed improvements. While the level of cooperation varies dramatically, this approach is most successful when the public sector has a clear vision of how it wants the properties to develop and uses public improvements to guide private investment. This can be accomplished by zoning and codes, by design standards, and by the scale and location of physical improvements – from roads to water and sewer.

- **Engage development community.** Engaging the development community early in the process can help ensure that a project incorporates the most current thinking. TIP recommends the consideration of one or both of the following:
 - Hosting a developers' forum to discuss relevant issues regarding the design, construction, or positioning of a project can provide guidance in the planning process. The event could be organized using a round-table format, with developers leading the discussion, or a charrette approach, which emphasizes public input in the design of a specific project.
 - Issuing a formal request for proposals (RFP) to local and regional developers to conduct a site plan for one of the preferred development sites. The RFP should ask developers to provide a detailed concept plan that accommodates mixed use projects.

- **Develop area plans.** Once a concept is established for each development, the City and OneRedmond should prepare and implement specific plans to guide development of the projects. The planning process should include a broad range of stakeholders, including public officials, citizens, and local employers — especially those who may be prospective tenants. The following elements should be considered in the plan:
 - Barriers. Identification of barriers to development and, where possible, actions for alleviating them prior to marketing the property.
 - Market. A market-driven approach that considers the competitive environment and helps determine the appropriate mix of uses at the time of construction.
 - Funding. The full array of financing tools should be brought to bear on the projects.
 - Linkages. Consideration should be given to understanding each project's relationship to the rest of Redmond. Development plans must be coordinated with other relevant plans, including the comprehensive plan.
 - Impacts. Performance standards should be developed for the projects, including: an analysis of associated traffic impacts, provisions for buffering of uses, and the incorporation of landscaping and sidewalks.

- **Develop marketing and recruitment strategy.** While directly marketing to and recruiting new businesses is undoubtedly an attractive option for economic development, OneRedmond should instead place most of its efforts on ensuring strategic sites are fully developed. In some instances, it may make more sense for the City to act as the developer. In most cases, however, the City's chief role should be to act only as a facilitator for a private sector partner. Identifying those partners (i.e., developers, brokers) and marketing strategic sites to them, we believe, makes more sense for Redmond.
 - Prepare a strategy for marketing the selected sites, based on the recommendations of the specific plan for each, as well as the business expansion and recruitment targets outlined in this plan. OneRedmond should prepare marketing materials, including a brochure and website or webpage on the City's existing site, regarding each of these strategic sites.
 - Promote the sites creatively, positioning them as more than simply another business park.

B. Align local economic development efforts with regional initiatives.

The relationships between communities and their neighbors are often difficult due to competing interests and sometimes conflicting agendas. This is especially true for large metropolitan areas with multiple jurisdictions competing for job growth and business investment. While these strains will always exist, neighboring jurisdictions must find common ground for collaboration if regional economic development efforts are to be successful. Due to the location of Microsoft in Redmond, the community can and should position itself as a key stakeholder in regional economic development efforts. As a result, OneRedmond should align

local economic development efforts with regional entities, such as enterpriseSeattle and the Puget Sound Regional Commission (PSRC). TIP is currently engaged with PSRC in the development of a *Comprehensive Economic Development Strategy* (CEDS). While this work has not yet been finalized and approved by its board, TIP recommends OneRedmond conduct the following activities.

- **Identify relevant assets.** The first step in aligning the newly created organization with the regional fabric is to document available assets. This would include documenting the assets of regional organizations that fit with OneRedmond’s vision, as well as understanding what OneRedmond can bring to the table that would be of interest to potential partners.
- **Look for opportunities for “cross-pollination.”** Once a fit has been established between OneRedmond and a potential partner, participating in each other’s organization on a formal level may make sense. One way to increase the alignment with regional priorities is to appoint members of partner organizations to OneRedmond’s boards and commissions. Likewise, OneRedmond leadership can seek appointments to appropriate committees and boards within the partner organization. Ensuring that OneRedmond’s future website is linked with the websites of partner organizations is part of this approach.
- **Align with specific programs.** One advantage of cross-organizational board-level relationships is that it can help identify opportunities for OneRedmond to align programs with larger initiatives at the earliest stages. Coordinating program delivery systems with groups such as enterpriseSeattle and the Prosperity Partnership can help stretch OneRedmond’s resources and increase the potential for impact.
- **Consider joint marketing opportunities.** Another strategy for integrating OneRedmond into the economic development activities of the region is to align the region’s target marketing efforts. Sharing common industry targets is the basis for this approach. However, the idea also extends to having a coordinated message about the region’s advantages and, to the extent possible, employing a similar “look and feel” in OneRedmond’s marketing materials as that of as key regional organizations. Sponsorships of large regional events can also help to raise the profile of OneRedmond within the region.
- **Tout regional successes and best practices.** Beyond establishing links and coordinated marketing messages, OneRedmond can contribute to regional economic development is by helping to communicate regional successes and best practices.
- **Continue to support and pursue the extension of the Sound Transit East Link to downtown Redmond.**

III. Delivery System

Redmond has a large number of stakeholders and regional partners involved in economic development. However, there is not currently a clear leader or a vision unifying the activities of these stakeholders. OneRedmond will fill this void. To do so, the organization must make a concerted effort to build strong relationships and foster collaboration among these many stakeholders – with everyone working towards shared goals.

An important outcome of economic planning is the realization that every community operates in a competitive environment. A business with conflicting messages, incompatible supply chains, and no customers that rise to the level of advocates is unlikely to survive. In much the same way, a city that seeks to serve only its current citizens – that is not outward looking – will see its talent base wane as people move away in search of greater economic opportunities. With that loss of fresh and energetic citizens comes a less stable tax base, the loss of opportunity, and the threat of overall decline. In contrast, a city that recognizes the importance of talent retention, community assets and amenities, and economic opportunity has a clear advantage.

- OneRedmond should take the lead role in strengthening the support network for existing employers, small businesses, and entrepreneurs. This network should include a proactive business retention and expansion (BRE) program, a suite of services geared toward supporting small businesses, and a separate suite for entrepreneurs and growth-oriented young businesses.
- It should be the leader in designing and executing a community marketing strategy aimed at attracting new employers and talent. This will require a well-crafted branding and marketing campaign as well as an active outreach strategy. The goal of this campaign and strategy should be to assemble a strong referral network that will generate high quality leads and to cultivate relationships with companies likely to relocate to Redmond.
- The organization should be the primary point of contact for companies looking to relocate to, or expand in, Redmond. A system for managing prospects should be established in partnership with enterpriseSeattle and other regional economic development allies and stakeholders.
- The organization should represent the business community to the public sector with a unified voice and serve as a liaison between business and the public sector.

In all cases, OneRedmond must recognize all local stakeholders as valuable partners, including the City of Redmond. The city controls the most valuable economic development tool in Redmond: development controls. A strong partnership between OneRedmond and public sector entities will greatly enhance both the effectiveness and the efficiency of the economic development delivery system.

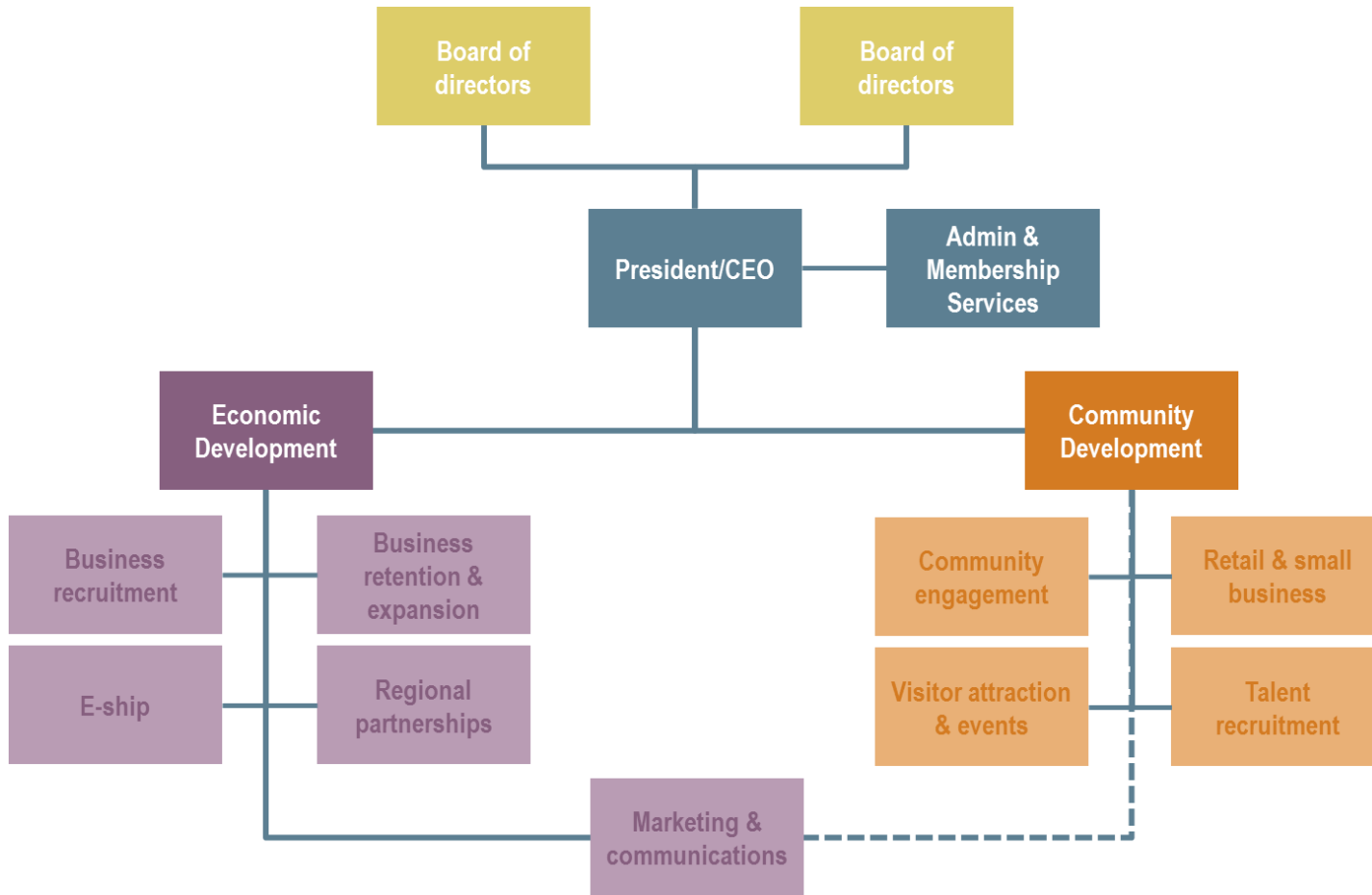
The table on the following page provides an overview of the proposed roles of OneRedmond and of City of Redmond.

OVERVIEW OF DELIVERY SYSTEM

Key Function	OneRedmond	Public Sector Partner
Business Assistance: Nurturing existing employers, small businesses and entrepreneurs through a robust support network.	Lead organizer	Supporter referral source
Community Marketing: Marketing Redmond to decision makers within target industry sectors, site selectors, and talent.	Lead organizer, content development, message and content distribution	Supporter, message and content redistributor
Prospect Management: Assisting companies interested in relocating to or expanding in Redmond and tracking the relationship through the project lifecycle.	Primary point of contact, project manager	Referral source, supporter, resource when needed
Infrastructure: Putting in place the infrastructure needed to accommodate existing and future business.	Business liaison / advocate, support in fundraising, if necessary	Lead organizer
Development and Redevelopment Areas: Areas that are identified as priorities for development or redevelopment and supported by policies that incentivize investment in those specific areas.	Supporter, marketing of sites	Project manager
Business Climate: The regulatory and tax climate as well as the processes and policies that affect the cost of doing business in Redmond.	Advocate	Policy & procedure setting
Land Use Planning: Putting in place the tools needed to manage growth and influence development quality.	Advocate	Lead organizer, long range planning, policy setting
Development Process: The process that companies must go through to construct or retrofit a building in Redmond.	Business liaison / advocate	Project manager
Economic Development Tools. The tools and policies that can be used to incentivize private investment in Redmond.	Advocate, supporter marketer	Policy & procedure setting

A. Organizational Structure

OneRedmond will be a customer-oriented, economic development-focused organization. The proposed organizational chart reflects these values.



B. Governance

OneRedmond will have two boards of directors, comprised of the same individuals. The purpose is to allow OneRedmond to operate as both a 501(c)(6) and 501(c)(3). The economic development branch of OneRedmond should serve as a 501(c)(6), while the Community Development arm will operate as a 501(c)(3). The board of directors will be composed of 15 members and consist of representatives from the REDA, Realize Redmond, and the Chamber. Consideration will be given to having a board member not directly affiliated with Redmond.

501(c)(3) status will give *OneRedmond-Community Development* enhanced fundraising advantages, such as eligibility to receive tax-deductible "charitable contributions" and gifts of property, as well as the eligibility to receive many grants. This will preserve and enhance the services currently provided by Realize Redmond.

501(c)(6) organizations commonly operate to promote a common business interest, and to improve business conditions. This is the status that the majority of chambers of commerce operate under and allows for a wide range of lobbying activities. This status should be conferred upon *OneRedmond-Economic Development*.

C. Members

OneRedmond will be a membership organization. The membership dues will be structured in a way that is inclusive of small business and large business alike. While the organization as a whole will have a focus on improving the Redmond's economy, it will strive to provide value to those smaller members who look for tangible returns on their investment in the organization.

D. Operations

The programs and initiatives of OneRedmond will be carried-out with a two-pronged approach that provides flexibility and accommodates growth. The first prong will be the volunteer-led committees of the organization. The second prong will be staff-led divisions. This two-tiered system will provide a conduit for tapping into the expertise of the organization’s leadership and membership while providing full-time staff support for vital functions. A description of each prong is provided on the following pages.

1. Committees

The volunteer-based committees will be supported by a staff person designated to oversee special projects and support the committees. The staff person will help organize meetings, maintain records, and provide any administrative support needed for the committee. A volunteer committee chair will provide leadership for the committee, facilitate the development of a work plan for the committee, and ensure that progress on the work plan is made.

Committee	Sample Activities
<p>Government Relations and Public Affairs: Represent the voice of Redmond business and educate members on relevant issues.</p>	<ul style="list-style-type: none"> ■ Issue tracking ■ Agenda & policy development ■ Outreach & education ■ Regional partnerships ■ Candidate programs ■ Representation to state and federal officials
<p>Industry Councils: Provide a forum for businesses in the same industry to communicate, collaborate, and find solutions to industry-wide challenges to Redmond and its businesses more competitive globally.</p>	<ul style="list-style-type: none"> ■ Issue identification ■ Special projects / initiatives to address issues ■ Suggested councils: <ul style="list-style-type: none"> ▪ Software and interactive media ▪ Aerospace and avionics

Committee	Sample Activities
<p>Target Industry Task Forces: Leverage community connections and resources in the recruitment of new companies to Redmond.</p> <ul style="list-style-type: none"> ▪ Interactive media & software ▪ Medical IT & application-related software ▪ Avionics ▪ Aerospace-related advanced manufacturing ▪ Retail, arts, & culture ▪ Entrepreneurship ▪ International Business 	<ul style="list-style-type: none"> ■ Peer-to-peer networking in target industries ■ Outreach through social networks of task force members ■ Generate high quality leads ■ Hosting prospects ■ Suggested task forces:
<p>Higher Education: Improve Redmond’s connections to regional higher education institutions and increase the presence of higher education assets in Redmond.</p>	<ul style="list-style-type: none"> ■ Partnerships with higher education institutions ■ Identification of opportunities to expand higher ed offerings in Redmond ■ Coordination with workforce organizations and industry councils to identify higher ed needs
<p>Membership Engagement: Engage membership in activities and events that advance OneRedmond’s mission and that provide value to the members and the community at-large.</p>	<ul style="list-style-type: none"> ■ Task forces to manage member programs: <ul style="list-style-type: none"> ▪ Education Programs (Partner with SBDC and regional community colleges and higher-ed institutions) ▪ Leadership Development ▪ Events ▪ Networking Opportunities & Groups

2. Staff-Led Divisions

Each division will be headed by a director level staff-person. The director will be responsible for determining the division’s work plan and resource needs, including volunteer support. The divisions will manage foundational economic development programs, operations for the organization, and select strategic programs and initiatives. In addition, each division will have a volunteer leader from the board of directors who serves as a divisional vice president. These divisional vice presidents will supervise the operations of any volunteer-based committees and task forces associated with the divisions and will coordinate volunteer activities with staff activities.

Division	Program Area	Sample Activities
Economic Development Forge close and meaningful relationships with businesses in Redmond and with companies looking to relocate to Redmond.	Business Retention & Expansion: <i>Keep a finger on the pulse of the business community and respond to their needs.</i>	<ul style="list-style-type: none"> ■ Business survey ■ Visitation program ■ Rapid response team ■ Industry councils (See Committees)
	Business Recruitment: <i>Generate interest in relocating or expanding into Redmond.</i>	<ul style="list-style-type: none"> ■ Target industry marketing and prospect solicitation ■ Referral network ■ Target industry task force coordination (See Committees)
	Business Assistance: <i>Assist companies in finding the resources they need to operate in Redmond.</i>	<ul style="list-style-type: none"> ■ Prospect management ■ Incentives ■ Searchable sites database ■ Workforce training & development ■ Membership directory and affinity program

Division	Program Area	Sample Activities
	<p>Entrepreneurship <i>Manage the ecosystem that supports entrepreneurs and nurtures homegrown businesses.</i></p>	<ul style="list-style-type: none"> ■ Training & technical assistance ■ Access to capital ■ Access to talent networks (mentoring /advising, C-level talent, general human resources) ■ Marketing to entrepreneurs in region ■ Relationships with serial & seasoned entrepreneurs ■ Relationships with innovative companies in region ■ Relationships with universities in region (Tech Transfer / Commercialization Offices)
	<p>Regional Partnerships: <i>Develop and manage partnerships with regional economic development organizations</i></p>	<ul style="list-style-type: none"> ■ Event & meeting participation ■ Information exchange ■ Identification of co-marketing opportunities ■ Advocacy on behalf of Redmond
	<p>Business Information: <i>Manage database of companies and relationship management system.</i></p>	<ul style="list-style-type: none"> ■ Update and maintain company information ■ Report on marketing and assistance statistics

Division	Program Area	Sample Activities
<p>Community Development Enhance Redmond's sense of place and experience.</p>	<p>Community Engagement: <i>Engage the community to identify, advance, and complete projects to improve Redmond's quality of place.</i></p>	<ul style="list-style-type: none"> ■ Community survey to populate projects list ■ Fundraising to finance projects ■ Advocacy and outreach to foster support for projects ■ Project management
	<p>Retail & Small Business: <i>Support local and retail businesses as they are vital to defining Redmond's unique quality of place.</i></p>	<ul style="list-style-type: none"> ■ Technical assistance and training ■ Limited retail recruitment ■ Buy Local campaign ■ Member directory & affinity program
	<p>Talent Recruitment: <i>Enhance Redmond's ability to attract talent.</i></p>	<ul style="list-style-type: none"> ■ Online job board ■ Relocation information ■ "Alumni" relations ■ Identification of barriers to talent recruitment ■ Initiatives to address barriers
	<p>Visitor Attraction & Events: <i>Increase the number of visitors to Redmond as a means to showcasing the community.</i></p>	<ul style="list-style-type: none"> ■ Attraction and event information ■ Destination / tourism product development ■ Coordination of task forces to plan events (See Committees)

Division	Program Area	Sample Activities
Marketing & Communications Build awareness of One Redmond and the City of Redmond among key audiences.	Branding & Image: <i>Create a strong brand and image of One Redmond and the City of Redmond among internal and external audiences.</i>	<ul style="list-style-type: none"> ■ Audience Identification ■ Messaging & Content Creation ■ Distribution of Messages & Content
	Tools: <i>Use a variety of tools and channels to distribute messages and content.</i>	<ul style="list-style-type: none"> ■ Evangelists (Members) ■ Newsletters and News Briefs ■ Website ■ Marketing Collateral ■ Public and Media Relations ■ Social Media ■ Annual Report
Administration & Membership Manage the day-to-day operations that promote a stable and self-sustaining organization.	Finance & Accounting	<ul style="list-style-type: none"> ■ Bookkeeping ■ Audit management ■ Financial planning
	Human Resources	<ul style="list-style-type: none"> ■ Benefits management ■ Payroll
	Facilities Management	<ul style="list-style-type: none"> ■ Building maintenance ■ Tenant management
	Legal	<ul style="list-style-type: none"> ■ Contract review ■ Compliance
	Resource Development / Fundraising	<ul style="list-style-type: none"> ■ Membership Renewals, Recruitment, Advertising Sales, & Sponsorship ■ Contract Management ■ Capital Campaign Management
Member Services:	<ul style="list-style-type: none"> ■ Member Relations ■ Referral Services ■ Member Benefits and Benefits Fulfillment ■ Resource Directory 	

IV. Implementation

In order to implement the new delivery system outlined in the previous section, the merger of REDA, the Chamber, and Realize Redmond must be completed.

A. Transition Plan

1. Continued Operations

REDA, the Chamber, and Realize Redmond have functions that must continue throughout the transition process. These functions need to be clearly identified and staff must be assigned to manage them. The following list outlines functions that must be continued:

1. **Leadership.** A void in leadership can create more uncertainty for both staff and members. Designate an interim executive to smooth the transition and send a message that operations will continue seamlessly throughout the transition period.
2. **Prospect Management.** Retain an experienced economic developer to manage prospects to ensure prospects' needs are met throughout the transition process.
3. **Membership.** Designate a person to manage membership relations, recruitment and renewals until the new system and structure is in place.
4. **Finance & Operations.** Continue to maintain financial records, collect and pay accounts, file taxes, manage benefits, and monitor and manage legal issues.
5. **Transition Management.** The transition details and management must be led and implemented by someone who is working on this full-time. Consider requesting a "loaned executive" to focus on the merger until a new president/CEO is in place. Assign at least one staff person with the appropriate expertise and skills to assist.
6. **Communications.** Continue to communicate regularly with membership and stakeholders to keep them informed of the merger progress.

2. Creating the new organization: legal structure & governance

The By-Laws and Articles of Incorporation of existing entities should be amended, and those amendments must be approved by the existing board of directors. Once the amendments are in place, the existing boards can approve a new board of directors for OneRedmond.

1. **Approve New Organization's Concept.** Seek the approval of the existing boards for the strategic direction, value proposition, organizational structure, and board composition of the new organization.
2. **Amend By-Laws and Articles of Incorporation.** With legal counsel, amend the by-laws and articles of incorporation to accommodate the new structure of the Board of Directors. Obtain approval of the new Board of Directors from the existing boards and file a conformed copy of the changes with the IRS.
3. **Approve Board of Directors.** Nominate members of the new Board of Directors. Obtain approval of the new Board of Directors from the existing boards.
4. **Dissolve the existing organizations.** Once the new organization's structure and board is in place, existing legal entities can be dissolved.

3. Hiring new President/CEO

Engage in a search for the President/CEO of OneRedmond. This search should commence immediately, although the search committee cannot legally have the authority to hire a new executive until the by-laws are amended. Until this happens, the future board of directors can lay the ground work for an expedited process.

1. **Job Description.** Draft the new job description and job announcement, including compensation package and benefits.
2. **Executive Search Committee.** Designate an executive search committee. Update the by-laws if necessary.
3. **Outreach.** Post job opportunity at professional organizations such as IEDC and ACCE. Reach out to social networks of board members to solicit candidates and candidate recommendations.
4. **Review.** Review applicants and narrow search to top 10 candidates. Research top 10 candidates further and narrow list to top 3- 5.
5. **Interview.** Create a list of questions to be asked at the interview. Invite the top candidates to Redmond for a round of interviews and tour of the area and opportunities to meet board members. For the top candidate, check references and conduct more extensive due diligence.
6. **Offer.** Extend an offer to the top candidate.

4. Merging the organizations

This step will most likely coincide with the hiring process of the new President/CEO. Once the new board is in place, the interim CEO should lead the reorganization. Although this step could be done after the new President/CEO is hired, we recommend moving ahead due to a potentially long time lapse in the merger process. This will also allow the new President/CEO to focus on organizational issues and strategic planning rather than the merger itself.

1. **Merge Finances, Operations, Physical Assets.** Roll over funds from REDA, the Chamber, and Realize Redmond into a new OneRedmond account and begin operating as a single financial unit. Update signatures and financial controls. Make a plan to merge physical assets and dispose of any redundant items (furniture, fixtures, equipment).
2. **Prepare Budget.** Create a new budget based on the new organizational structure and programs.
3. **Determine Revenue.** Design a new structure for membership fees. Simplify sponsorship opportunities. Approach potential partners to obtain contracts.

5. Assembling the new team

The President/CEO should have the opportunity to provide input on how the new organization is structured and to staff the new organization. It will be helpful to have a proposed organizational structure and draft job descriptions as places to start. All current staff of Realize Redmond, REDA, and the Chamber should be invited to apply for positions in the new organization.

1. **Job Descriptions.** Draft job descriptions and job announcements for new positions, including compensation packages and benefits.
2. **Interview Committee.** Create an interview / hiring committee for each of the new positions that includes the new president, a board member with expertise in the area the position will cover, and two or three other board members (or executive committee members?)
3. **Outreach.** Post job opportunities and reach out to social networks to solicit applicants for the positions.
4. **Review.** Review the applicants and narrow the search to 3 candidates.
5. **Interview.** Invite the top 3 candidates for an interview. For top candidate, check references and conduct more extensive due diligence.
6. **Offer.** Extend an offer to the top candidate.

6. Launching programs

With OneRedmond staffed, the new president/CEO can lead the process of launching new programs. The steps outlined below are our recommendations; however, this process will be subject to substantial changes by the new president/CEO.

1. **Assess and Roll-over.** Assess existing programs and carry over any programs as deemed appropriate. Reassign to a new staff person.
2. **Prioritize.** For new programs, prioritize which programs should be rolled-out first.
3. **Equipment & Resources.** Determine what systems and tools are necessary to implement and manage programs. Estimate the costs of each item and create a plan for financing and purchasing items.
4. **Work plan.** Each new staff person should create a work plan for their roll-over and new programs that include output goals and action steps. This should be approved by the president/CEO and presented to the rest of the staff.
5. **Communications.** A series of member orientations should be held and materials should be published that educate members on the new organization's mission and activities as well as the new suite of programs and volunteer opportunities available to them.

B. Funding

The majority of the peer organizations interviewed use funding models similar to the model below because of its ability to appeal to the interests of both the small business members that seek to strengthen their businesses through their membership and corporate entities that support the organization to improve the overall community.

<i>Use</i>	<i>Source</i>	<i>Strategies for Growth</i>
Base Operations	Membership dues, fees, and sponsorship	<ul style="list-style-type: none"> ■ Restructure membership levels to bring in more revenue and reflect the higher level of service of the new organization ■ Simplify options for sponsorship ■ Continue well-established, revenue generating events from each organization, but reorganize and improve them to advance the mission of the new organization and enhance their value to members
	Contracts	<ul style="list-style-type: none"> ■ Formalize relationships with the City of Redmond, and potentially other municipalities in the Puget Sound region through contracts for specific services. ■ Explore possibility of formally partnering with neighboring communities.
Strategic Initiatives & Projects	Investors	<ul style="list-style-type: none"> ■ Launch capital campaign to fund program enhancements, strategic initiatives, and catalyst projects. ■ Track and publish progress reports that contain outcome measures to publicize successes. ■ Every 5 years, conduct a capital campaign coupled with a strategic planning exercise.
	Contracts	<ul style="list-style-type: none"> ■ Seek public involvement in special initiatives and projects. [Most public entities prefer contracts rather than making general donations.]

V. Marketing Plan

This marketing plan aims to provide guidance to OneRedmond for its business recruitment activities related to lead generation. The overarching objective is to generate quality prospects for Redmond, leading to new investment and job creation. The plan is organized around four primary strategies: (1) invest in product development and messaging; (2) make direct contact with companies in target industries; (3) strengthen OneRedmond’s referral network; and (4) raise awareness through affinity marketing. A rationale for each strategy is provided below. Some activities are relevant to multiple strategies and, therefore, appear more than once.

In selecting target sectors, TIP reviewed the Angelou Economics plan (2009), as well as the talent and industry clusters prepared for the Puget Sound Regional Council (TIP Strategies, 2012). In addition, we considered other primary and secondary sectors the city is positioned to attract or expand upon (based on local and regional assets). As a reminder, the purpose of identifying target industries is only to provide marketing and recruitment guidance. It does not suggest that other sectors may not become appropriate for Redmond. Economic development organizations must be opportunistic. Further, targeting should in no way limit or restrict support for existing businesses.

- Interactive media & software
- Medical IT & application-related software
- Avionics
- Aerospace-related advanced manufacturing
- Retail, arts, & culture
- Emerging industries
- Entrepreneurship
- Retaining & supporting existing businesses

A. Product Development & Messaging

“Product development” includes: launching a website that profiles each site; ensuring that all sites are served by infrastructure; and eliminating regulatory and permitting barriers. Ensuring that development opportunities exist, which are ready to market, is the first step in an aggressive recruitment strategy. This strategy creates steps for OneRedmond to clearly define the product (sites, workforce, etc.) and value proposition (incentives, workforce training grants, etc.) of relocating to Redmond and reiterate

that message across all marketing channels (website, LinkedIn, print advertising, etc.). Often, the website is the primary window through which site selection consultants access information about the community and available sites. Corporate location decisions are very time-sensitive. Not only do companies engage in more pre-visit research online, but they also prefer sites that will result in a rapid return-on-investment, meaning that they require minimal due diligence and investment in infrastructure. With this in mind, OneRedmond should support the expansion of development opportunities and take every step possible to reduce barriers for businesses to relocate to sites and/or buildings in Redmond.

Elements of the Product Development Strategy Include:

- WEBSITE. A strong online presence is critical to any marketing effort and central to how site location consultants conduct due diligence research. Consistently direct traffic to the site through other marketing channels (print, LinkedIn, BRE visits, etc.) Ensure that all information is updated regularly.
- CONTENT. Invest in high-quality images and maps to market the sites. A catalog of detailed information about each site, available incentives, and workforce training grants should also be created and maintained online and across all other marketing channels.
- PRINT MEDIA. Advertise in select trade publications associated with the target industries.
- SITES. Support the development of sites, buildings, and infrastructure in accordance with feedback from prospect visits and industry due diligence.
- GRANTS. Research and pursue funding opportunities for infrastructure improvement projects to existing sites and buildings (U.S. Economic Development Administration, State of Washington, PSRC, etc.)

B. Direct Contact

OneRedmond should initiate a direct call and visitation campaign with companies in target sectors and markets. It should also establish strong relationships with site location consultants through direct calls, participation in consultant forums, and hosted events within the Puget Sound region. In addition to communicating with consultants on a regular basis via the newsletter and follow-up calls, OneRedmond should also participate in select trade shows and industry-focused events to develop industry knowledge and generate prospect leads. Conducting in-depth research on trends within target industries and developing a list of target companies are also key elements of a direct business attraction strategy. OneRedmond should be abreast of important trends in the industries it seeks to attract and should be familiar with the key players involved in corporate site location decisions for target companies. Because this strategy involves a great deal of research and familiarization, it is recommended that OneRedmond spend 2012 establishing relationships with site location consultants and reach out to companies directly in 2013.

Elements of the Direct Contact Strategy Include:

- WEBSITE. Include tabs that identify target industries, sector development efforts, and related university programs. A specific entry point or tab for site selectors also helps with site navigation and signals “we are ready to work with you.” A website that contains unique information is more valuable than one that lists simple statistics that can be found elsewhere.
- BRE. Business retention and expansion activities are the foundation of a strong business recruitment strategy. The local business community should be aware of opportunities in Redmond and should be able to speak to the community’s strengths. Local business stakeholders are potentially the strongest source of referrals and advocacy.
- DATABASE. Create a database of site selection firms, including: firms providing comprehensive location advisory services as their core business; real estate firms and brokers; professional service firms; economic development strategy consultants; corporate real estate executives. Do not include site selectors in regular email correspondences.
- EVENT. Identify (and attend) key site selectors' forums and events throughout the state and in target markets. Visit site selectors and meet face-to-face whenever possible. When scheduling conference or other travel, cross-reference travel locations with the site selector database far in advance and arrange meetings with nearby firms.
- CONTENT. Develop unique marketing materials that can be distributed to the site selector audience. Materials should convey a clear understanding of Redmond's strengths, as well as a strategic plan to leverage opportunities.
- NEWSLETTER. Create a quarterly e-newsletter to distribute to the site selector database. Newsletters should be short, focused, and full of detailed, unique information.
- INCENTIVES. Establish a comprehensive (but flexible) set of principles to help evaluate deals and defend decisions that involve incentives.
- INDUSTRY. Create a database of key decision-makers within each priority industry. Build out each database in order of industry priority. Develop a list of target companies in each industry as well as individual contacts at those companies, and call on the companies directly.
- DUE DILIGENCE. Use LinkedIn and other industry-specific resources to gather business intelligence and act on leads. Track venture capital announcements, capital markets, and Federal grants/awards (SBIR, STTR, DARPA, etc.) for additional opportunities in target industries.

- DEVELOPERS' DAY. Partner with the enterpriseSeattle and the Department of Commerce to host site selectors for a tour that highlights local successes. A regional approach is more cost/time efficient for the hosts as well as the consultants, and, therefore, more competitive in getting site selector participation in "fam" tours.

C. Referral Network

Strengthening ties to enterpriseSeattle and the economic development efforts of the State of Washington will allow OneRedmond to market its assets more broadly without requiring a significant investment of funds. The presence of Microsoft and other major companies creates an opportunity to position Redmond as an access point for businesses to reach a large consumer market and to draw on skilled labor. Local business leaders who are familiar with the community, site selectors with experience in the region, and other organizations who have a vested interest in the long-term success of Redmond are natural allies and partners with whom relationships should be cultivated.

Elements of the Referral Network Strategy Include:

- METRO. Maintain enterpriseSeattle membership. Cultivate relationships with key stakeholders in and around the Puget Sound region.
- BRE. Continue to conduct BRE visits on a regular basis. Include questions about potential contacts in the industry, and leave talking points about local assets with Redmond business representatives. Include questions about supplier and customer base to understand regional employer networks.
- DATABASE. Create a database of key allies and potential partners. Include key stakeholders, decision-makers, and influencers outside of Redmond (enterpriseSeattle; PSRC; Commerce Department), as well as individuals within targeted Federal Agencies (e.g., DOE, DOD, USDA, NIH, EDA, and foundations).
- TASK FORCE. Use information from BRE interviews to build out a database of local employers and industry stakeholders in each target industry group. Create industry-oriented task force(s) to support each target sector and to serve as your "A" team in prospect support.
- EVENT. Schedule face-to-face meetings with economic development allies and regularly network with those individuals. Participate in events that will allow OneRedmond to establish or build upon relationships.
- NEWSLETTER. Create and distribute a monthly newsletter. The content should highlight important projects in Redmond and report on relevant initiatives. Distribute it to the partner/ally database and the "affinity network" database.
- DUE DILIGENCE. Become familiar with allies' initiatives and priorities and identify specific projects that align with Redmond. Subscribe to allies/partners e-newsletters and other mailing lists. Monitor developments and look for opportunities to partner on projects and/or benefit from big wins in the region.

D. Affinity Marketing

Generate and sustain a “buzz” around Redmond as a great place to start, expand, and locate a business. There are a significant number of individuals with an “affinity” for the community. Using new and old social networking tools, OneRedmond should leverage this “affinity” to generate new business prospects. Specific tasks include:

- BRE. Continue to conduct BRE visits on a regular basis. Include questions about potential contacts in the industry, and leave talking points about local assets with Redmond business representatives. Include questions about supplier and customer base to understand regional employer networks, as well.
- PLAN. The planning process should incorporate feedback from local stakeholders.
- WEBSITE. Consistently direct traffic to the site through other marketing channels (print, LinkedIn, BRE visits, etc.) Ensure that all information is updated regularly.
- DATABASE. Create a contact database of individuals who have an “affinity” for Redmond. This will include existing business leaders, local graduates, former residents, business leaders who may service companies the area but are not located in Redmond, and individuals who may work in Redmond but commute from elsewhere. Employ interactive media to engage this affinity group. On a consistent basis, share relevant information about area successes and events of interest. Seek ways to create an interactive relationship where members of this affinity group are compelled to engage with OneRedmond and share information about area successes beyond the community.
- NEWSLETTER. Create and distribute a monthly newsletter. The content should highlight important projects in Redmond and report on relevant initiatives. Distribute it to the partner/ally database and the “affinity network” database.
- EVENT. Identify and coordinate special events that will bring the “affinity” group together. This action can provide significant benefits related to Interactive Media recruitment (see below).
- TASK FORCE. Create an ambassadors network to serve as advocates for the community. Use information from BRE interviews to build out a database of local employers and industry stakeholders in each target industry group. Engage local business leaders in site visits and prospect meetings. Create industry-oriented task force(s) to support each target sector and to serve as your “A” team in prospect support.
- INTERNATIONAL. Establish international relationships (sister cities, etc.) and engage the affinity network in brainstorming ways to strengthen those ties.

Interactive Media Strategy

As an emerging industry, traditional economic development tools for business recruitment in this sector are of only limited value. For example, there is no easy grouping of NAICS codes that can identify individual companies for targeting purposes. Moreover, there are many companies who do not fit the category at all, but who have a strong interactive media component to their efforts. These range from marketing and sales (including interactive web activities) to product design and development. This includes technology companies but also extends to virtually every other business sector. In fact, the “interactive” component of media (between the media consumer and the media producer) is growing exponentially.

Further complicating the ability to understand this sector is the overlapping interaction between different categories. There is, in fact, a constant “mash-up” of products (websites, mobile apps, games). In addition, many content producers are not affiliated with a particular company, either selling their free-lance services or delivering products directly.

To provide a better framework for understanding who is involved in interactive media is a necessary first step in growing this sector in Redmond. The following categories, while not definitive, will help in this process. They are taken (and modified) from the awards categories at SXSW.

- SOCIAL INNOVATION. Environmental, governmental and non-profit projects.
- ENTERTAINMENT & GAMING. Humor, memes, games, <http://www.imega.org/>.
- ART & PHOTOGRAPH.
- BUSINESS.
- COMMUNITY. Social networks and wikis.
- EDUCATIONAL RESOURCES.
- EXPERIMENTAL. Cutting-edge and trend-setting works.
- FILM/TV. Projects related to actors, television, films and the film industry, as well as works that offer streaming video content.
- MOTION GRAPHICS. Animations and cartoons, using tools like Adobe Flash and HTML5.

- MUSIC.
- PERSONAL. Blogs, portfolios, and individual projects.
- SOCIAL MEDIA.

Interactive Recruitment Strategy (Sample Approach)

The following action plan should be considered a template that will need up-dating and revision. A task force is recommended to help implement this strategy. The task force should consist of 3 to 5 individuals with knowledge of Interactive Media. For example, a Microsoft representative, an individual of a local company working in that space, and a trade organization representative.

1. DISCOVER:
Create a resource base of active players in Interactive Media. This data base would include:
 - a. Trade organizations, e.g., <http://www.imega.org/>
 - b. Major national and international shows and events
 - c. Prominent companies employing Interactive Media
 - d. Prominent individuals in each of the categories
 - e. Awards presented within the field
2. PARTICIPATE:
 - a. Join larger trade organizations
 - b. Participate in local events, e.g., Seattle Interactive Conference (<http://www.seattleinteractive.com/>)
3. ENGAGE:
 - a. Work with area companies on retention, expansion, and entrepreneurial activities
 - b. Hold design competitions in Redmond for selected categories
4. RECRUIT
 - a. Identify target companies based on interest in Redmond and synergy with Microsoft and other Redmond companies
 - b. Build an entrepreneurial recruitment strategy based on individuals

VI. Site and Building Requirements

Requirements	Heavy Industrial	General Manufacturing	Light Industrial / Assembly	Office - Technical Services Center	Office - Call Center	Warehouse & Distribution / Logistics	Research & Development
Acreage	Minimum of 50 developable contiguous acres	Minimum of 15 developable contiguous acre	Minimum of 15 developable contiguous acres	Minimum of 15 developable contiguous acres	Minimum of 10 developable contiguous acres	Minimum of 50 developable contiguous acres	Minimum of 5 developable contiguous acres
Zoning	Zoned for heavy industrial	Zoned for industrial use	Zoned for light industrial/assembly	Zoned for office use	Zoned for office use	Zoned for warehouse/distribution	Research and development
Environmental	Not in any EPA air quality Severe Non-Attainment & Class I areas. Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.	Free of wetlands, protected species or other environmental issues. Outside of a FEMA 100-year flood plain.
Electric	20,000 kilowatt (kW) demand, 13,500,000 kilowatt hour (kWh)/monthly usage.	2,000 kilowatt (kW) demand, 1,400,000 kilowatt hour (kWh)/month usage	1,200 kilowatt (kW) demand; 400,000 kilowatt hour (kWh)/monthly usage	1,500 kilowatt (kW) demand, 1,000,000 kilowatt hour (kWh)/month usage	750 kilowatt (kW) demand, 360,000 kilowatt hour (kWh)/monthly usage	2,500 kilowatt (kW) demand; 1,500,000 kilowatt hour (kWh)/month usage	600 kilowatt (kW) demand; 324,000 kilowatt hour (kWh)/month usage
Water (gallons/day)	585,000 gpd	170,000 gpd	150,000 gpd, dual sourcing.	12,000 gpd	6,000 gpd	6,000 gpd	2,500 gpd
Wastewater (gallons/day)	450,000 gpd	155,000 gpd	150,000 gpd	12,000 gpd	6,000 gpd	6,000 gpd	2,500 gpd
Solid Waste	1,000 tons/month						
Natural Gas	115,200 mcf/month peak demand, 90,000 mcf/month usage; capacity for on-site electric generation (co-generation)	4,000 mcf/month usage	833 mcf/month usage	600 mcf/month usage	250 mcf/month usage	1,600 mcf/month usage	150 mcf/month usage

Requirements	Heavy Industrial	General Manufacturing	Light Industrial / Assembly	Office - Technical Services Center	Office - Call Center	Warehouse & Distribution / Logistics	Research & Development
Telecommunications (minimum)	T-1 line with at least 1.5 Mbps bandwidth or equivalent service.	T-1 line with at least 1.5 Mbps bandwidth or equivalent service.	T-1 line with at least 1.5 Mbps bandwidth or equivalent service.	Access to OC-1 with at least 52 Mbps bandwidth, SONET ring infrastructure or equivalent service.	T-1 line with at least 1.5 Mbps bandwidth or equivalent service.	T-1 line with at least 1.5 Mbps bandwidth or equivalent service.	T-1 line with at least 1.5 Mbps or equivalent service.
Telecommunications (preferred)	T-1 line with at least 45 Mbps bandwidth or equivalent service	T-3 line with at least 45 Mbps bandwidth or equivalent service	T-3 line with at least 45 Mbps bandwidth or equivalent service	Access to OC-3 lines at least 155.5 Mbps bandwidth, with SONET ring infrastructure and dual bi-directional rings from two Central Offices (CO's).	Access to OC-3 lines with at least 155.5 Mbps bandwidth, SONET ring infrastructure, dual bi-directional rings from two Central Offices (CO's) or equivalent service.	Telecommunications : Access to OC-3 lines with at least 155.5 Mbps bandwidth, SONET ring infrastructure or equivalent service.	Access to OC-1 lines with at least 52 Mbps bandwidth, SONET ring infrastructure, dual bi-directional rings from two Central Offices (CO's) or equivalent service.
Location and Transportation (minimum)	Rail served. Within 10 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system.	Within 10 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system.	Within 10 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system.			Within 5 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system.	Within 45 miles of a university with Ph.D. programs and R&D support/activity.
Location and Transportation (preferred)	Within 5 miles via truck route, of an Interstate or limited access, 4-lane improved US national highway system. Within 60 miles of a commercial service airport.	Within 5 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system. Within 60 miles of a commercial service airport.	Within 5 miles, via truck route, of an Interstate or limited access, 4-lane improved US national highway system. Within 60 miles of a commercial service airport.				Within 10 miles of a university with Ph.D. programs and R&D support. Within 60 miles of a commercial service airport.